

A STUDY OF MULTI PERSPECTIVE ISSUES FOR EMPLOYMENT OF MANAGEMENT GRADUATES UNDER PUNE UNIVERSITY WITH SPECIAL REFERENCE TO MBA PROGRAM

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ABSTRACT

Employability is defined as the acquisition of skills, which not only help in getting a job, but also allow a person to remain employable. This research work analyzes the reasons for the dearth of employable talent in the Management Colleges under Pune University (SPPU).

The research work would like to bring out various facts in making these graduates employable. Population of study consists of all the faculties, students, Placement officers, Top Management of all Management Colleges. The descriptive research design was used to assess the various requirements and issues related to employability. The researcher tried to study various types of employability skills required and number of students possessing those skills. The researcher has found out that a major skill gap exists between the academia and industry for the employability of Management aspirants making a strong case for more focus on employability and quality. Most of the students have high expectation from campus placement and interested in high salary jobs. College status, Students academic performance and Student attendance in classroom highly affect for their placement. The researcher also suggested the types of collaborative efforts from industry and academia, involvement of faculty for enhancing employability.

KEYWORDS: *Employability, Management Graduates, Employability Skills & Industry Expectations*

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INTRODUCTION

Although Management education received much attention in India ever since independence, it is only since last few decades, Management education has expanded remarkably as indicated by rapidly increasing number of Management institutions, massive increase in the student admissions, increase in number of Management disciplines. This research work tried to understand the various levels of skills required by students to be employable. It will also help in the development of professional standards for academic practice and continuing professional development that will provide support to industry. It identifies reasons for less percentage of campus placements, Quality of the offered jobs from companies and find out the ratio of placement

According to Anita R. (2016)¹, Management education has a vital role to play in today's dynamic business environment for the management graduates play a key role in the economic development of the country. With the dynamic changes taking place in the economic scenario; it makes it even more difficult for organizations to survive in the competitive environment. Ramanakumar et. Al. (2016)² analyses that globalized industrial production has opened-up large employment opportunities across industry verticals across, while throwing lots of challenges on

the Industries in getting the products early to the market. Gowsalya et. Al (2015)³ found out that employability is improved by a good academic record plus skill and attributes that enable to adapt and manage the constantly changing work environment.

Indian and Global Employment Scenario

Katyal S. & Katyal R. (January 2015)⁴ stated that by 2028 India will be world's most populous country. This poses great opportunities and challenges to reap the advantage of demographic dividends of such a huge population. He also mentioned that 69% of Indian employers experiencing a shortage of skilled labor within their organization. 35% of Indian employers report their top performers left their company in 2012 and 83% of Indian employers would like to train workers who don't have experience in their particular industry/field for positions and hire them within their company.

Gowsalya et. al.(March 2015)⁵ referred from AICTE mentioned that National Employability Enhancement Mission (NEEM) to offer on the job practical training and adopted National Skill Qualification Framework (NSQF) to enhance the employability of young graduates."The Government has set up a target to increase the Gross Enrolment Ratio (GER) in Higher Education to 30% by the end of year 2020 Planning Commission report on Employment (2015)⁶ stated that Only about 8 % of the total employment is in organized sector. More than 90 % are engaged in informal sector activities.

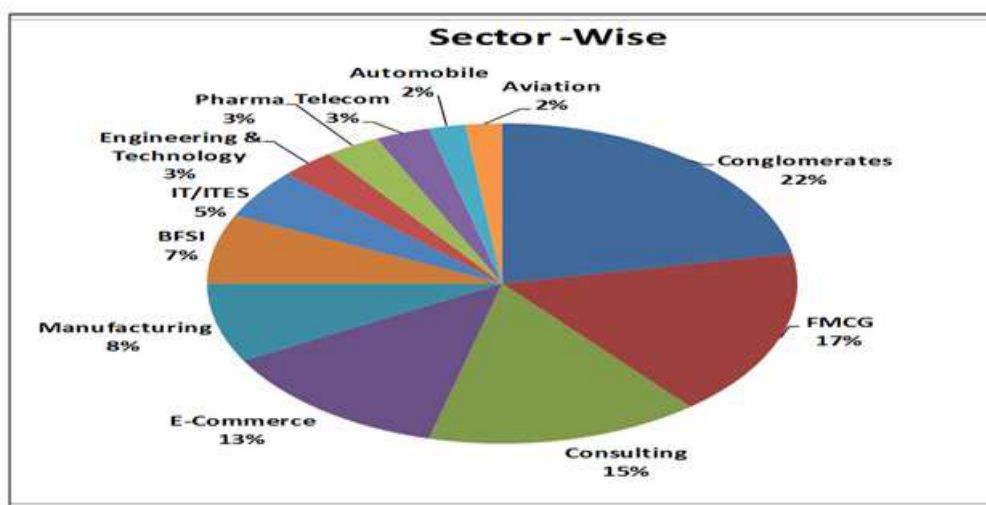


Figure 1: Sector Wise Employment in India

Source: <http://indiatoday.intoday.in/story/employment-scenario-job-crunch-jobless-growth-economy>

Global Employment Trends Report (2014)⁷ mentions macro and micro economic aspects of various global region and its impact on employment. While discussing about India the report stated that the total employment rate is expanded from 2009-10 to 2011-12 by 13.9 million by providing jobs in the informal economy. The youth unemployment rate in South Asia reached 10.2 per cent in 2013 compared with 2.5 percent of the adult population. It also expresses the concern over gender gaps and its impact on employment.

Peter Larcombe (n.d.)⁸ in his article mentioned that France, Germany and Switzerland are among the best represented countries in the employability ranking, along with the United Kingdom and the United States. His research work also mentions the initiatives taken by global universities to make the student employable. In these Universities - Employers are invited to review curriculum and assessment with their feedback, to grade/rank/evaluate/provide feedback

on submitted assessment. Graduates are invited to come on-campus and/or online through learning and share their experiences with current students and also invite a panel of graduates to address and answer questions from students. Aligning lessons and assessment with industry trends and practices.

Skill Gaps and Role of Placement Cell

In the Global Human Capital Trends report 2015, Josh et. al. (2015)⁹ mentioned that the employee requires skills like Leading, Engaging, Reinventing, Reimagining. It identifies gaps in selected areas like Culture and engagement, Performance Management, Workforce capability, Learning and development global region wise. Employer's also expects that employees should be flexible, responsible and adaptive to the new changing environment. But Beuder J. In his article (2015)¹⁰ found out that the skills that companies seek are not taught in many educational institutions. So many new jobs are created and the demand is to shift the skill sets and constant job training to future employees. Bridging the gap between what employers want and the skills employees come with is a joint effort. The Placement Cell is a crucial interface for the students between the stages of completion of academic programs of studies and entry into suitable employment.

OBJECTIVES

The following objectives are framed for this research work

- To understand the role of industries in academics and in making graduates employability
- To study current placement scenario in Management Colleges and study method and scope of industry institute interaction
- To identify challenges faced by educational institutes and the role of management and alumni for making Management graduates employable.

PROBLEM STATEMENT

Employability refers to a person's capability to gaining and maintaining employment. There are approximately more than 12000 Management graduates passing out every year from Pune University. It has been observed that about 40% students get placed through campus placements. This brings out attention "why other 60% are not employable".

With increase in number of Management institutes and intake, many management students passing out of various institutes do not get placed through campus placement or neither get jobs on their satisfaction level. Hence it was necessary to find out why the students are not employable.

Considering above problems the researcher has decided to study "The Multi Perspective Requirements, Issues And Concerns For Employability Of Management Graduates Under Pune University With Special Reference To MBA Program"

Literature Review

Selvam and Rozario (Sept 2016)¹¹ tried to find out various levels of skills for employability with special reference to rural colleges. The study deals with the skills which are communicating, managing information, using numbers, thinking and problem solving, teamwork, personal management, demonstrating positive attitude and behaviors, being adaptable, continuous learning and working safely. The study gives an overview on the different levels of various employability skills of rural MBA students.

Somalingam and Shanthakumari (2013)¹² explained that the acquisition of skills and competencies of graduates involves many factors such as local availability of educational opportunity, the ability of the resource personnel/institution and employer's perceived attributes. The requirement of skills and competencies in the global organizations is going on changing. As a major portion of India's population is from middle class society, most of the students are aspiring for employment. By understanding the need, it is the responsibility of the stakeholders to develop adequate employability skills and competencies so as to set in the current organizational context. According to Swati and Kalane (2014)¹³ lots of organizational resources were wasted in inducting and training employees in order to inculcate specific skills in them. Industries need and select the employee with specific skill sets as per the job requirements.

Anita R. (2016)¹⁴ highlighted that the primary challenges of Management Education are qualified and inspiring faculty, designing and developing industry relevant curriculum by institutions, usage of proper infrastructure facilities, visionary leadership, proper delivery mechanism to develop the practical skills, providing the learning opportunities, right mentoring and counseling at the right time, fostering global competencies and entrepreneurial spirit, inculcating the values and above all a good internal quality system for monitoring and implementing the best practices. But Padmini (2012)¹⁵ argued that as demand for educational training increases, the systems need to meet the country's requirement for people with high levels of skill and knowledge and Employability is far bigger a challenge than unemployment. Gandhi (2013)¹⁶ addressed the same issue stating that Management teachers need to address these skill development orientation while teaching their respective courses, giving assignments to students so that the entire learning process creates the skill development, It is important to realize that skill development is not an overnight task and not a pill oriented method that a specific course taken will develop these skills in the student.

Lay Cheng and Erika (2005)¹⁷ in their article under UNESCO Report Attempted to use a broader framework for employability and the roles of both individual characteristics and labour market conditions. In the view of initiatives taken by Indian Government, Gowsalya & Ashok Kumar(2015)¹⁸ stated that the UGC introduced National Skill Qualification Framework (NSQF) and National Vocational Educational Qualification Framework (NVEQF) to provide mobility to the students. The UGC and the MHRD would also roll out Rashtriya Uchchatar Shiksha Abhiyan (RUSA) or Higher Education.

RESEARCH METHODOLOGY

The data for this study is collected from the primary data sources viz. Questionnaire, Personal Interview and Observation method. Secondary data is collected from Books, Journals, magazines, newspapers and internet websites.

Population of study consists of all the faculties, students, Placement officers, Top Management from all Management Colleges (Government and private) and industry people from various industries of various disciplines. Simple Random Sampling method is used for collection of data. Year wise – Specialization wise data is collected from students, Teaching staff, Alumni and Industry persons. Six major specializations Marketing, Finance, Systems, Human Resources, Operations and International Business are considered for this study.

Total number of institutes considered for this study = 20

The sample size of various persons from above mentioned institutes

Table 1: The Sample Size of Various Persons

Sr No	Sample Class	Size
1	Top Management	20
2	Placement Officer	20
3	Faculties	100
4	Students	400
	Total	640

The sample size of faculties and students studied. Current passing out batch students and past three years alumni are considered for collecting sample data

Table 2: Sample Size of Faculties

No of Colleges	Number of Specializations	Number of Faculties per Branches	Total Number of Faculties	Number of Students per Branches	Total Number of Students
20	5	1	100	4	400

Data Analysis

The Data/ information gathered is been analyzed and the appropriate charts have been inserted as and where necessary for easy understanding of the survey.

Student Awareness and Ability to Get Recruited



Figure 2: Student Awareness

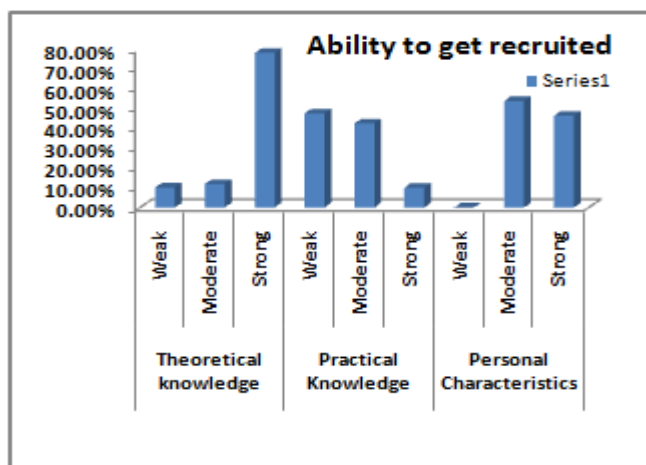


Figure 3: Ability of Students to Get Recruited

Interpretation

It is found out from the above Figure that 68.75% of respondents full aware about the responsibility as manager and majority of students have strong theoretical knowledge and almost half of the respondents are weak in practical knowledge and do not possess personal characteristics. They require lot of enhancement in various skills required for being employable.

Table 3: Various Employability Skills Possessed By Students

Sr. No	Employability Skills	Behavior	Rating		
			Low(1)	Moderate(2)	High(3)
1	Team work	Task collaboration	0%	61%	39%
		Team work	0%	42%	58%
		Social intelligence	12%	68%	20%
		Culture diversity awareness	21%	66%	13%
		Conflict resolution	16%	78%	6%
2	Communicating effectively	Verbal Communication			89%
		Public speaking	81%	17%	2%
		Meeting Participation	82%	14%	4%
		Written communication	95%	4%	1%
3	Self awareness	Self discipline	4%	9%	87%
		Motivation	4%	17%	79%
		Continuous learning	2%	7%	91%
		Career management	11%	12%	77%
		Time Management	0	6%	94%
4	Problem Solving	Reasoning	1%	90%	9%
		Analyzing and diagnosing	11%	76%	13%
		Decision making	0	98%	2%
		Information system management	12%	74%	14%
5	Social responsibility. and accountability	Social responsibility	22%	7%	71%
		Accountability and commitment	7%	8%	85%
		Personal ethics	25%	23%	58%
6	Developing Professionalism	Efficiency	9%	71%	20%
		Multitasking	13%	68%	19%
		Goal and task management	6%	75%	19%
		Time Management	12%	78%	10%
		Job application skills	29%	56%	15%

Interpretation

The above table shows that majority of management students have moderate or lower grade Employability skills. They are very poor in communication skills and problem solving skills. 60 to 70 % students have moderate Team work skills. Only 10% possess a high rated problem solving skills. The majority of students needs to be groomed for social responsibilities and developing professionalism.

Support from Placement Cell

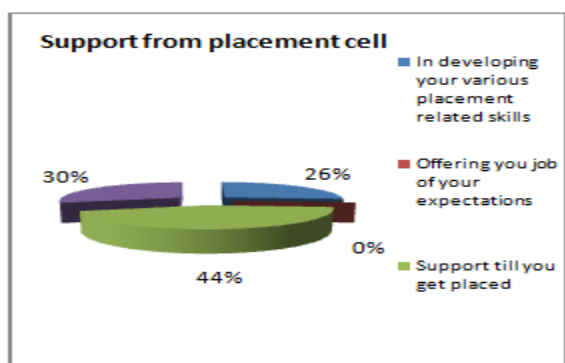


Figure 4: Support From Placement Cell

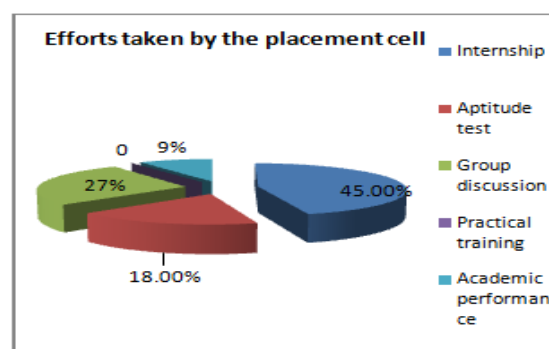


Figure 5: Efforts Taken by the Placement Cell

Interpretation

Respondents agree that College status affect the placement. Less than 50% students feel that they get support from a placement cell in developing various placements related skills, offering the job of their expectations, Support till they get placed.

Quality Necessary in Students to Get Placed and Efforts Taken by Placement Cell

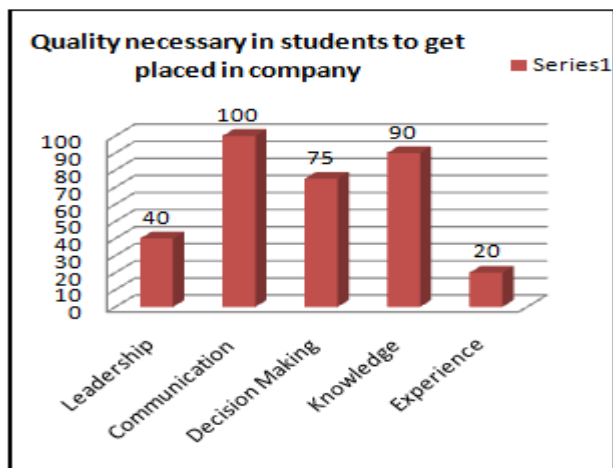


Figure 6: Quality Necessary in Students to Get Placed

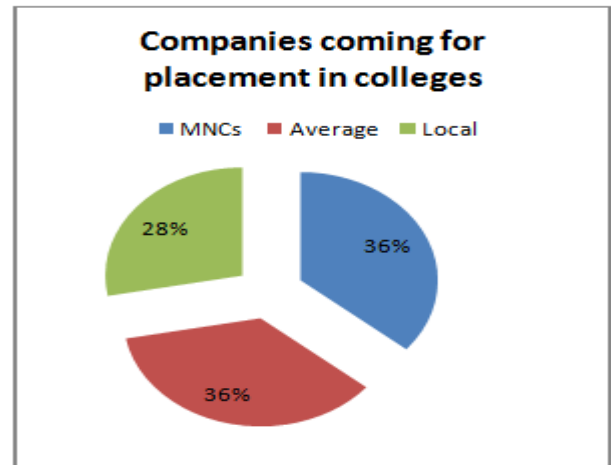


Figure 7: Companies Coming for Placement In Colleges

Interpretation

From the above Figure it is found out that 36% students get placed in MNC's whereas 28% students are absorbed in local companies. Of the respondents responds that the Local campiness came in the placement. Average placement in the majority of colleges is able to give placement from 50% to 75 %. It is also inferred that for getting good quality placement, then they should possess domain knowledge, communication, decision making skills and Leadership skills. Majority students get support for Summer Internship. Very few students agree that placement cell supports for improving their skills in Group Discussion and Practical Training.

FINDINGS

Findings from Students

- Most of the students expect Internship and training from their college to remain employable.
- Students have best theoretical knowledge, but less practical knowledge and average personal characterizes.
- The majority of students lacks in communication skills, self awareness, problem solving skills and professional skills and team work.
- Students feel that the course designed by University meets the requirement of industry.

Findings from Faculty

- Syllabus of University meets the requirement of Industry.
- Students Co-Curricular / extracurricular activities of student helpful for his/her placement

- Faculty involvement is necessary to improve various skills of students. The activities planned in the regular curriculum of various courses such as Field visit, Role play, Presentations, Literature Review and Learning Diaries help the students to enhance their employability skills and knowledge.

Findings from TPO/ Top Managements

- Almost all colleges have a separate placement cell
- Placement cell support student till they get placed and also developed student placement related skills.
- Lack of communication skills, Lack of Knowledge, Rote Learning & Less on Analytical skills, Missing Industry specific skills in curriculum and the absence of real world experience are some of the reasons pointed out of less employability.
- 50% to 75 % students based on the brand of institute gets placed every year.
- The syllabus designed by the Savitri Bai Phule Pune University meets requirement of Industry/ Company

Suggestion

- The student feels that classroom training is not sufficient to get placed. For this, more industrial visits, practical, internship program should be organized by college
- Student's skill mapping activity must be carried out by each and every college every year, which will help the students to identify their gray areas
- Based on the skill mapping activity the student training program must be designed with the help of industry as per the industry requirements.
- Faculty involvement is necessary for student developers. But with the regular academic load and academic activities, faculties might be overburdened by Student Training Program activities. Hence special appointment of placement trainer is essential to improve the quality of students.
- Top Management must increase the budget for student training with respect to placement as most of the students are from rural areas and require rigorous grooming and skill improvement.
- Faculties should support the student in industrial projects, research activities which may give students practical industry exposure to students.

CONCLUSIONS

This research work is carried out to various issues and concerns w.r.t. Employability of students under Pune University. It tries to find out various reasons for students not getting placed through campus placement. The study shows that the MBA fresh graduates are industry ready and not needed skill enhancement. In this research work, survey was carried out in under various Colleges in Pune University. The research work concludes that students are fully aware about their responsibility as manager, College status highly affect for student placement, Faculty play important role in shaping student's career, Student's attendance and academic performance affect on the student placement. Combined efforts from industry and academia are required to enhance employability.

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